

6 September 1974

STATINT

The Requirements Process

A fundamental <sup>issue</sup> ~~view~~ facing the intelligence community and one that needs early resolution is that of defining, systematizing and treating in totality the identity, stating and prioritizing of all intelligence requirements.

The collection, processing, analysis and production of intelligence is driven throughout by requirements which are originated, stated and applied from all levels within our government and military forces structure, ~~from~~ both within and outside the intelligence community. Requirements range from broad and general statements of policy interest down to the finest detail of specific information needs. They are translated and applied to the intelligence process in various forms as objectives, guidance and tasking.

The full range of requirements reflect the insatiable appetites of the intelligence consumers, the intelligence managers and the intelligence analysts. Most, if not all, requirements are stated without regard for satisfaction capability, feasibility, complexity or cost. Few, if any, stated requirements are ever fully satisfied; those which may be satisfied usually give rise to further and more detailed statements of need or desire or to regeneration of the

requirement for up-dating purposes. Thus, the volume of requirements continues to multiply in proportion to the satisfaction achieved.

In the broad requirements application, we have the basic DCID 1/2 and its companion piece representing military intelligence needs as laid out in Annex A (Intelligence) to the JCS Joint Strategic Objectives Plan (JSOP). We also have now the annual statement of Key Intelligence Questions (KIQs) which are intended to identify the highest priority and most pressing current needs of our national intelligence users. Similarly, within DOD there is the Critical Near-Term Defense Intelligence Objectives (CNTDIOs).

Using these broad near-term and longer term requirements statements, there are many subsidiary "tools" used to convey guidance to collectors, reporters and producers.

The three principal "INT" Committees of USIB -- SIGINT, HUMINT, and PHOTINT (COMIREX) -- struggle continually to apply the full range of requirements, as appropriate, to guiding the collection and reporting resources and activities with which they are concerned.

Even though what I have described may sound like a reasonably orderly process for disciplining our requirements, such is not the case. Major challenging problems persist:

-- There is no focal point in our community structure to "staff" requirements for the USIB.

-- There is no effective prioritizing of all requirements regardless of source or application.

-- There is no overall requirement evaluation or validation system which would enable us to reject less important or less meaningful requirements.

-- There is no procedure whereby the essentiality of one "INT" source or another can be clearly associated with a given requirement.

-- There is a "process" for requirements generation and application, but it is not designed as a total system.

We don't have the answers to these problems, but we are working to find them. It will take time, some innovative thinking, and some hard work.